



Utah Department *of*
**HUMAN
RESOURCE**
Management

The Department of Human Resource Management

The statutory requirements of DHRM serve two main goals:

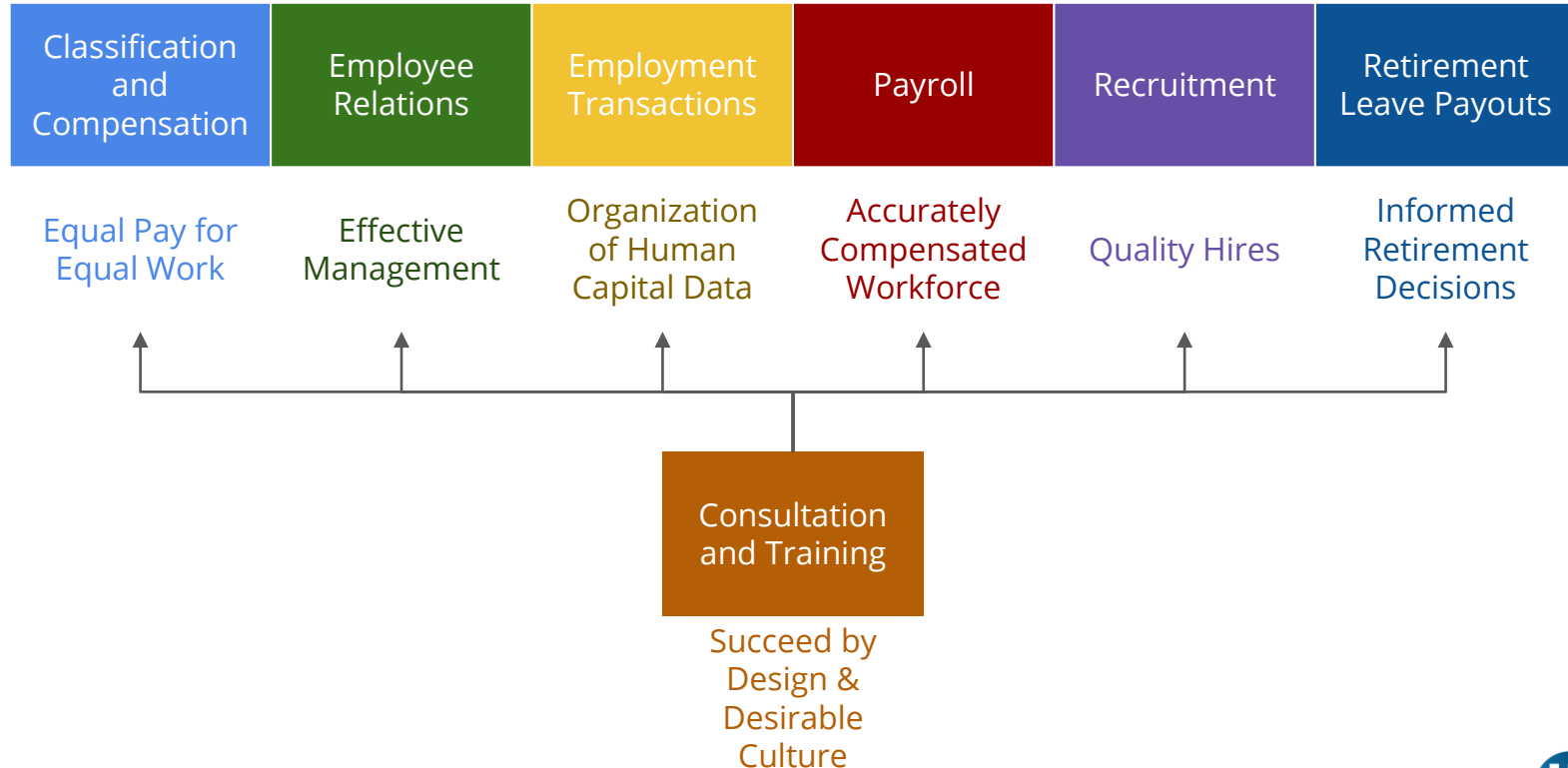
- (1) Help State of Utah agencies succeed by design, and
- (2) Help State of Utah agencies become a public sector professional destination of choice

Utah Code, Section 67-19-6(1)(a)

VALUE DRIVING ACTIVITIES:

- 1 Translating key workforce trends, employment law, and business requirements into practices that serve in the best interest of the state.
- 2 Protect individual agency business interests by helping management stay on the right side of the law in all aspects of employment
- 3 Render supports to help State of Utah organizations succeed by design and achieve desirable working environments

DHRM Product and Service Lines



DHRM: A Shared Services Model

HR workflows have standard operating procedures to improve efficiency, standardize data, and help the state execute lawful management.

Workflow	Product Line	SOP	System Map
Establish New Job	Classification / Compensation	SOP	Link
Modification of Job	Classification / Compensation	SOP	Link
Modification of Position	Classification / Compensation	N/A	Link
Position Schedule Change	Classification / Compensation	N/A	Link
Reclassify a Vacant Position	Classification / Compensation	SOP	Link
Reclassify an Incumbent Filled Position	Classification / Compensation	SOP	Link
Series Promotion	Classification / Compensation	N/A	Link
Targeted Funding	Classification / Compensation	SOP	N/A
Structure Adjustment	Classification / Compensation	SOP	N/A
Abusive Conduct Investigations	Employee Relations	SOP	Link
ADA	Employee Relations	SOP	Link
Begin LWOP	Employee Relations	SOP	Link
CS Demotion	Employee Relations	SOP	Link
CS Reprimand	Employee Relations	SOP	Link

VALUE PROPOSITION of SHARED SERVICES

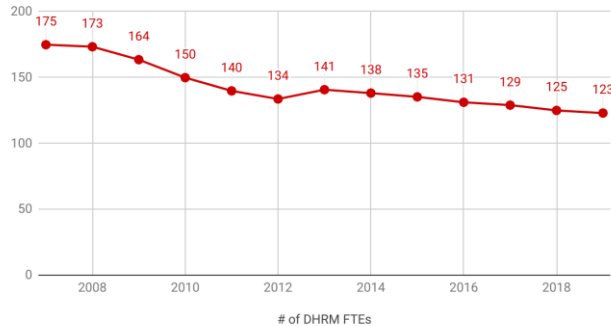
Standard work produces consistency of practice and enables helpful comparisons

Renders an objective and independent lens on workforce trends and management practice

Produce an enterprise understanding of what is best in building organizational infrastructure

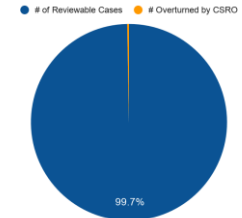
Cost / benefit gains from economies of scale

DHRM FTE Count Since Consolidation



DHRM was established as an independent, third party service to ensure objectivity. HR services were consolidated to ensure they are not formally or informally beholden to management preference. This enables DHRM to focus services on what is in the best interest of the State of Utah and the service recipient.

% of Employee Relations Cases Upheld by Review



DHRM functions with a focus on the best interest of the state as an enterprise. This helps to bring clarity in efforts such as compensation recommendations, administrative data analysis, and training and development of core management practices.

DHRM Organization

ADMINISTRATIVE OFFICE 14 Employees

DHRM FIELD SERVICES 70 Employees

Teams assigned directly to state agencies to deliver most HR products and services. These employees include directors, specialists, and analysts.

EMPLOYEE RESOURCE INFORMATION CENTER 22 Employees

A team that focuses on answering common employee questions and is the first point of contact for the assistance of most employees' technical needs. These employees are technicians.

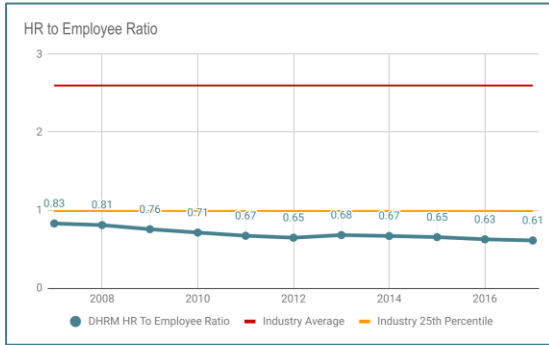
THE CENTER FOR EXCELLENCE 17 Employees

A central team that pursues innovative solutions to move the State of Utah forward. This includes direct consultation / training to agencies, continuous improvement of HR, and integrated data analysis.

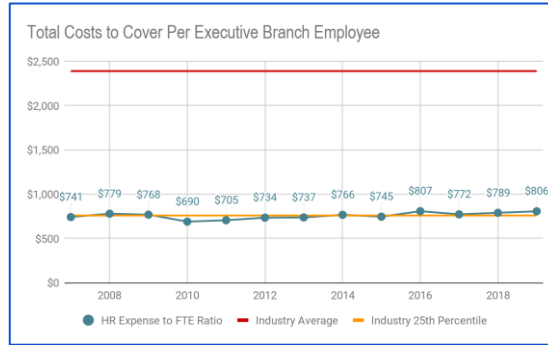


DHRM: Performance and Outcomes

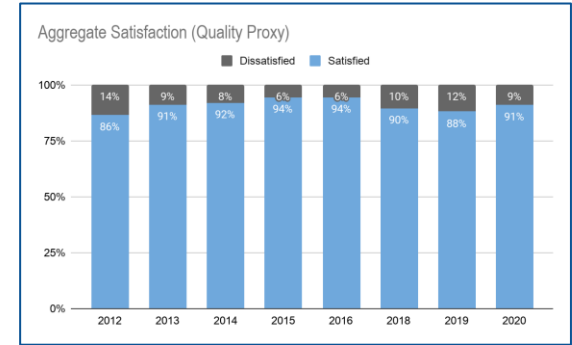
EMPLOYEES PER HR STAFF RATIO



COST TO COVER EMPLOYEE

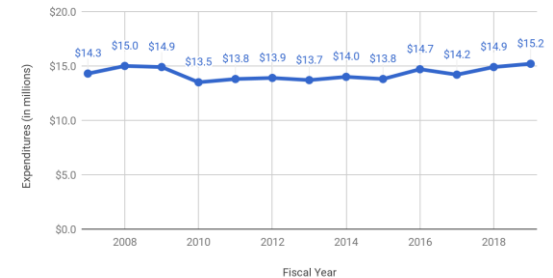


CUSTOMER SATISFACTION



DHRM is a model of cost efficiency. DHRM is currently running at **62.85% of the market benchmark** of 1.4 HR employee to state employee ratio. This equates to an estimated \$9 million per year of cost efficiency or an estimated \$47 million over five years. In 2014, DHRM was studied by the Privatization Board and found to be 67% more cost effective than private options. DHRM has saved the state millions since consolidation.

DHRM Expenditures are Flat Without Inflation Adjustments



Priorities

COMPENSATION RECOMMENDATIONS



The Governor's Budget seeks to address the increased costs of healthcare, labor market increases, as well as targeted funding. Targeted funding places resources where it does the state the most good.

NEXT STEPS IN ADVANCING THE WORKFORCE



Developing the path forward for a high quality workforce through advancing telework, rural recruiting, and fostering a more inclusive work environment.

IMPROVING PRACTICE IN THE STATE OF UTAH



- 1. Robust developmental supports for leaders and managers*
- 2. Improving recruitment ease of use and quality*
- 3. Furthering integration and quality of administrative data*

No Proposed Rate Increases for FY22

HR Services (\$740/FTE) Executive Branch Agencies: -Classification & Compensation -Employee Relations -Employment Transactions -Recruitment -Retirement Leave Payouts -Consultation	Payroll (\$54/FTE) Most Executive Branch Agencies: -Payroll processing	Core HR (\$12/FTE) All State Employees: -HRIS- stores employee information, interfaces with payroll processing -Recruitment System StateJobs.Utah.gov
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No Proposed Rate Increases for FY22

Consulting Services (\$50/hour) Billing for DHRM consultation with agencies who do not pay a rate to use DHRM HR services.	Course Fee (\$750/course) DHRM course and training fee	Other Training Fee (\$25/hr plus materials) Other training fee per contact hour
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